**Name :**

**Article:** “Distinguishing the Essential from the Important: Using Research to Strengthen the Use of Standards for Administrator and Licensure Programs”

* What were the key points highlighted in the article?

The key points are the ISLC standards, according to Waters, are certainly responsibilities of the principal, but they don’t have the research base that the 21 principles that Balanced Leadership do. Waters espouses that those principles are the ones that MCREL’s meta-analysis have shown to have a statistically significant effect on raising student achievement. Waters also emphasizes the importance of recognizing the difference between first order and second order change. He notes that leaders need to be aware that what may be perceived as first order change for some might be perceived to be second order change for others.

* Review the crosswalk of McRel’s work. What is the correlation between the crosswalk, the article, and the Iowa Standards for School Leaders?

There is a strong correlation between MCREL’s principles that are associated with raising achievement and the standards for school leaders that can be related back to those particular ISLIC standards that could be associated with raising achievement. Waters points out, though, that there are 17 practices identified by the MCREL research that are not included in ISLIC’s 184, which when added to them makes a total of 201 (sheesh!)

* What are the pluses and minuses of focusing *daily* on the standards and the leadership responsibilities in your work with your building administrators?

I think a principal and superintendent trying to keep track of how one is doing on 184 (or

201) practices is barking at the moon. Some are obviously more important than others. It

makes one wonder if the people who put those together have ever been principals before.

It’s far more practical for the superintendent and principal to sit down at the beginning of the

year and identify goals and priorities for leadership in the building , and then review those

together once each quarter. I would like to use the Balanced Leadership principles and practices

as a foundation and maybe add a few other responsibilities, if needed, that pertain to the local

context.

*Save on desktop as “Last Name, Module 3 Article Reflection” Ex: Norgaard, Module 3.*

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